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A Campus Success Story

Thena Trygstad, newly appointed Vice Chancellor–Personnel and Student Services, here with administrative assistant Barbara McKinney, says one of her priorities is making the campus a more pleasurable place to work and study.

In 1955, Thena Trygstad was a 17-year-old lab helper in the UCSF Hooper Foundation, where she washed glassware. She was just out of high school—this was her first full-time job. She hoped someday to be a lab technician.

Her aspirations were not realized, and UCSF is grateful. Today, Thena is Vice Chancellor–Personnel and Student Services, responsible for staff personnel, affirmative action, student health service, relations with student and staff organizations, and student business services (food service, bookstore, recreation, housing and the Child Care/Study Center). In her new position, Thena also retains the responsibilities she held in her former role as special assistant to the Chancellor—coordinating the Management Program and directing the campus program to evaluate administrative support units.

Thena brings to her new post 29 years of "UCSF knowledge," 18 years as a staff employee and 11 in varying administrative positions. She also brings to her job a philosophy many on campus will welcome. She believes, along with ever-increasing numbers of others, that the well-being of employees and students here is crucial and is related to how they perform their roles in contributing to the well-being of the public.

One of her priorities as vice chancellor is making this crowded, sometimes hectic and intense campus a more pleasurable place to work and study. There is an urgent need, she says, for amenities, for places to sit, talk or relax and for expanded recreational facilities. "The lack of these is a problem whose solution time has come," she says.

Thena's role as vice chancellor is not new. Before her appointment by the Regents this summer, she had been interim head of personnel and student services units for one year. One of the first things she did was conduct a survey of what people here desired in terms of convenience services. Survey results confirmed that they wanted some of the little things in life that could make UCSF a more convenient and comfortable place to be.

Changes—the new MU Cafe, for example—are already visible, and more are promised. By the end of the year, Thena says, the campus should see a transformation in the MU plaza with new shops and other services. By early 1985 there should be four different automatic banking services here, according to Thena.

Perhaps the biggest challenge, however, will be in finding ways to provide more fitness and recreation programs. "There is absolutely no question as to the need to improve our facilities," she says. Lack of space and resources are major obstacles, since such amenities are not state-funded and thus must be self-supporting.

"But we're going to improve them," she believes. "We have to be more determined and creative in our approach to the problem. It really helps to have the support of people like Vice Chancellor Tom Rolinson, who is the person directly responsible for 'the greening' of the campus, which has been taking place over the past three years." Studies, currently under way, are attempting to identify possible campus locations for recreation facilities. "We'll look at every nook and cranny," she says.

Another of her goals is making employee assistance programs better known and more accessible. Programs—such as social services, emergency loan funds and personnel rehabilitation—are available, but they are spread throughout the campus. She hopes to create a position that would coordinate the referral to these services.

Again, there are obstacles to creating new things here, but Thena certainly is one to confront challenges, conquer and move ahead to the next. We are talking about someone who might be the heroine of one of UCSF's best Horatio Alger-type stories.

After a three-year stint cleaning test tubes and beakers, Thena wanted more "people contact," and took a job as a clerk in the old Outpatient

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NEW POSTS

The Board of Regents this summer approved changes in campus administrative positions.

Thena Trygstad has been named Vice Chancellor–Personnel and Student Services.

Other approvals reflect changes in title and are an acknowledgment of the responsibility for day-to-day operations on the campus.

David J. Ramsay has been redesignated as Senior Vice Chancellor–Academic Affairs, and Herbert W. Suelzle has been redesignated as Senior Vice Chancellor–Administration. They act for the Chancellor in his absence, and all internal administrative functions report to these two senior vice chancellors.

Thomas A. Rolinson has been redesignated Vice Chancellor–Resource Management and Planning Services, which more accurately reflects the level and scope of his responsibilities to the campus.

Thena Trygstad

(Continued from page 1)

Clinics, where needy people were helped to obtain care. In 1962, she moved to then Chancellor John Saunders' office, where she started as a secretary. "But I always knew I'd never be an office worker. In school I got A's in everything but typing," she says. "They probably promoted me just to get me away from the typewriter."

It was actually a combination of her interpersonal skills, knowledge of the campus, ability and desire to solve problems that accelerated her career climb. Between 1966 and 1977, she went from administrative assistant to special assistant to the Chancellor. And, at a time when MBA's and other letters in the degree alphabet were synonymous with administrative posts, Thena did not receive a college degree until 1979 (a BS in human relations and organizational behavior from University of San Francisco)—long after she had established herself as a campus problem solver.

How does one get from an entry level job to vice chancellor? Thena believes three essential ingredients were responsible: "A basic level of intelligence and judgment that I think one must be born with; an ethic that whatever job you have you do to the best of your ability (thank you, Mother); and the opportunity to practice the first two—perhaps called good karma."

In her case, Thena feels, the opportunity at UCSF was provided by three people. The first was Vice Chancellor–Business and Fiscal Services Erick Erickson. In the 10 years she worked for him, she went from senior typist clerk to staff officer. "It seemed every time I felt I had things under control, Erick would give me more responsibilities and challenges," she says. "I learned a lot about the campus, its policies and procedures, and how to deal with people who had problems."

In 1973, she moved back to the Chancellor's Office, where, "I could use the background I had accumulated about the campus, but more important I had the opportunity to understand and appreciate the political nature of UCSF from a true master, Frank Sooy." Over the next nine years under then Chancellor Sooy her responsibilities continued to expand, particularly in the areas of management recruitment and evaluation.

The third person whose support and guidance have been essential in her career growth is Senior Vice Chancellor–Administration Herbert Suelzle. "The opportunity to be a vice chancellor when I grew up could not have happened without Herb's encouragement and confidence."

Similar opportunities, she believes, exist today for staff employees. "This place is supportive of capable people," she says, citing several examples here of employees who have climbed career ladders of their own. In Thena's own units, Ruby Freeman, who started here as a secretary in Contracts and Grants, recently was made director of Student Business Services, and Bill Stevens, who managed the Parking Office, is now campus Housing Officer. They will be part of a team that, with Thena, confronts today's challenges and obstacles.

Thena Trygstad, however, is not discouraged by anything standing in the way of positive change. Good management, creativity, hard work and a belief that something can be done leads to ways around obstacles, she says.

Many are glad that Thena was not cut out to be a lab technician.

Andy Evangelista

Members of the campus community will have an opportunity to greet Thena Trygstad at a reception on Tuesday, Oct. 2, 4-6 pm, in the MU Lounges.

Campus Deals With Housing Problem

UCSF is tackling the critical need for affordable housing at three levels:

- The UCSF campus proposal to develop shared campus-community housing, recreation and parking on the Poly High School site is still before the Board of Education. In the meantime, the mayor has announced that she is developing her own program for housing on the Poly site, plus recreation at Kezar. In June the Board of Supervisors passed a resolution supporting the city's acquisition of the site for the development of affordable housing. A task force has been established by the Mayor's Office to plan this proposed development. At this writing, the UCSF campus is not aware of the components of the city proposal, but looks forward to learning more about the city's plan.
- The UC Regents have voted to begin a "revolving door" plan, whereby the University would utilize standby funds—normally held as investments until disbursed—to provide low-interest mortgages to Academic Senate members. The money paid back as interest on these mortgages would replace the interest otherwise earned by the University from these investments.
- The campus is continuing to convert University-owned houses on Kirkham, Third and Fifth avenues into faculty and student housing, as space is found for the academic and administrative programs that are there now.

New MU Cafe—Something for Every Body

Left to right: Catering manager Robert Sherwin, cafe manager Rosalind Bell, Ruby Freeman and Andrea Jefferson at MU Cafe grand opening.

Thena Trygstad awarded the cafe's first chicken—of the rubber variety because the rotisserie was not ready—to Tom Rolinson.

One year ago, Food Services Manager Andrea Jefferson dreamed of putting a deli in Millberry Union. This seemed a bold move, considering that only months before there was serious talk of contracting out the financially strapped cafeteria to private vendors.

Andrea's idea for a deli was backed by Director of Student Business Services Ruby Freeman, who has a campus reputation for turning red ink into black and was never one to shy away from a challenge; Vice Chancellor–Personnel and Business Services Thena Trygstad, who has made it a priority to provide more relaxation areas and amenities for employees and students; and Vice Chancellor of Resource Management and Planning Services Thomas Rolinson, who saw another opportunity to improve and beautify the campus environment.

After several months of discussion and trips to the drawing board, the project was turned over in June to Joe Bluford, a special assistant in Rolinson's office. Joe coordinated construction, juggling 22 contractors—including plumbers, electricians, floor layers, cabinet makers and painters—and in only 22 days made Andrea's dream come true.

The west side of the cafeteria is now the Millberry Union Cafe, something pleasant for eyes, mind and stomachs. It is brightly colored, and the 24 tables are surrounded by greenery. Seating is available on the terrace—outside and inside a glass-enclosed area—where there is a northern view of the city and the Golden Gate Bridge. The cafe, open from 7 am to 7 pm, could be what many here have long sought—a place for a brief respite from the hectic campus pace.

As for the food, the cafe fare includes fresh-baked pastries; an assortment of made-to-order, hot or cold deli-style sandwiches; a variety of salads; and in the afternoon whole roasted chicken, hot off the rotisserie. Meats, cheeses, salads and other items may be purchased in bulk for take-out or impromptu office occasions.

The opening of the cafe, however, was only half of Andrea's goal—the other half is making it successful. Soon after the cafe's gala opening in mid-July she was hard at work trying to iron out the kinks that come with a new operation. Her message to customers and the campus is "Things aren't perfect now, but please bear with us. The refining process will take a few months, and there are great things to come." She envisions, for example, expanded hours and a take-out service for phone orders. And they will always be open to suggestions for improvement, she says.

Andrea's idea for a deli was not one out of the blue. A year ago, she researched food service and eating trends around the country and found that deli-style places, with a myriad of healthy foods, were preferred by the many who find little time for shopping or cooking. Space was available (the west side of the MU cafeteria, once the "Daily Bread" section, was not being utilized), and Andrea wanted to provide a needed service to the people here. Her motives, she admits, were not totally altruistic. "I also wanted something that would make money and complement the cafeteria."

Since Director Ruby Freeman hired Andrea 16 months ago there have been positive changes in the food service and its budget ledgers. "Andrea's creativity and energy have filtered down, and she has the whole staff energized," says Ruby.

Andrea often goes beyond managing. A common scene, Ruby says, is Andrea in the MU kitchen, wearing an apron and working with food service employees. And Andrea has borrowed a page from Ruby's and Thena's management book by recruiting other energetic managers, and training promising employees for higher positions. The new cafe manager, Rosalyn Bell, for example, arrived in San Francisco from New Orleans two weeks before the opening, drove in a rental car (her baggage in the trunk) directly to UCSF, reported to Andrea, and said "Okay, what do you want me to do."

In the MU Faculty Club, cafeteria and catering services, Andrea has given deserving employees more responsibilities and opportunities for advancement. This has boosted morale, she says, and the employees feel they are indeed a part of the food service program growth.

And with that growth, many others at UCSF are tasting the results of Andrea's dreams.

Andy Evangelista

The Olympic Torch Thrill

Arthur Ammann carried the Olympic flame one kilometer, and before and after his run he charmed the hundreds of spectators, including Army troops from the Presidio and autograph seekers.

Pediatrics professor Arthur Ammann, UCSF's representative in the 1984 Olympic Torch Relay, shared his thrill with many.

On the morning of July 16, the 70th day of its journey across the country, the Olympic flame was received by Ammann after it crossed the Golden Gate Bridge. Cheered by hundreds of spectators, he carried his torch one kilometer into the Presidio before passing the symbolic flame to the next runner. (Each runner was able to keep his or her torch after transferring the flame.)

In the hour before his run, Ammann was swarmed by dozens of people, there to share in the historic moment. Ammann accommodated them by chatting, shaking hands, signing autographs, letting them see and hold his torch and posing with young children and adults for snapshots. They came from all over—friends from UCSF, San Franciscans, a family traveling from Iowa and flag-waving Army troops from the Presidio, who, for the moment, had traded their combat boots for running shoes and later ran in cadence behind Ammann and the torch entourage.

Passersby and latecomers approached Ammann even after the flame has been passed and was on its way to Los Angeles. A couple from Lebanon pulled their car to the side of the road, quickly jumped out and alternated taking each other's pictures with Ammann in his special relay uniform and holding the extinguished torch.

"It was more enjoyable than I ever thought it would be," Ammann said of the torch-bearing experience. "People really got excited, and the excitement was contagious."

What he enjoyed the most were "the expressions on the faces of the little kids when I said 'Go on, hold the torch.' " Coming from a pediatrician, this comment was no surprise.

Ammann was the winner of a drawing on Chauncey Leake Day in May to select the campus' runner in the Olympic Torch Relay. The $3,000 raised by UCSF will benefit youth activities at the San Francisco Boys' Club.

Ammann, who describes himself as a nonathlete, began to train for the one kilometer event soon after his selection. Ironically, days before his name was drawn, his internist had advised him that his blood pressure was too high, he was suffering from too much stress and he needed to exercise. He had been putting off an exercise program, he says, "but the torch thing forced me to start."

By July 16, Ammann had shed 11 pounds, his blood pressure was down, he was running three to four miles a day, he was not stressed and was feeling great. "Everything they say about running turned out to be true," says Ammann, now a regular runner.

As for the torch run itself, it was literally all downhill when his turn came. Despite earlier fears of stumbling or dropping the torch, Ammann looked like a veteran runner. In fact, when his kilometer was up, he says, he really didn't want to stop. "I was having so much fun; I could have gone farther."

Looking back on the Olympic experience, Ammann says, "I am a believer in participation—everyone having an opportunity to participate. Making people like me, someone not really an athlete, part of the Olympics is an example of that."

Now, Ammann has from the Olympic Torch Relay experience some treasured mementos—the torch and uniform—some memories, for his grandchildren a story that few can beat and good health from his new running habit. Pictures of Ammann and the torch are in photo albums and scrapbooks across the country—proof for dozens of others who were there that they participated too.

Andy Evangelista

PEOPLE

When Lyn Piercy sits down for an evening's quilting at her hoop or sewing machine, it's for fun, relaxation and profit.

Piercy, who received a national award last year for her work as renal dietitian at the UCSF Renal Center at SFGH, has been winning top prizes for her quilts as well, and she's going for more this year.

For Piercy, prizes represent the big money—as much as $10,000 for the "Best of Show" at the Quilt National—and the winning requires not only craftsmanship, but also strategy and a sure sense of timing. To submit a quilt is to relinquish it for months, she explains, so that planning ahead to avoid a conflict is essential. Her *Medieval Star,* for example, a medallion design with hundreds of tiny pieces of drapery fabric stitched into a star pattern, entered the 1984 California State Fair. Meanwhile, next year's entry, *Raspberry Sherbert*—a floral motif embellished by stuffed leaves, waffle quilting and diagonal lines of stitching for texture—goes on the road this year with another show.

Lyn Piercy works on what she hopes will be an award-winning quilt.

Her designs are originals, meticulously worked out with colored pencils on a sheet of graph paper first. Next, she finds the ideal fabrics for each—usually at home in the collection that fills a wall-to-wall bookcase. Her stock keeps growing because any quilter, says Piercy, is by nature a "fabriholic," unable to resist a yardage shop. "And if it's a sale, you're sunk."

Piercy organizes workshops on the history of the how-to of her craft (which is easier and more efficient than it used to be, she says), and she is active in the California Heritage Project, a group that is searching for historical California quilts to be exhibited in a Bay Area museum.

She spends approximately a year on each quilt, and for each apparently no effort is spared. Says Piercy, "I see no reason to work on a quilt unless you aim high."

A lot of high-IQ children fall short of the mark in school, says Marjorie Kaplan. But Kaplan, a learning specialist with the Department of Pediatrics' Reading and Language Development Clinic on campus, is improving the odds. Many bright children are underachievers, she explains, but previously their trouble went ignored because they didn't have the usual "learning disability labels."

Kaplan launched her study skills clinic for gifted children from the city's middle schools four years ago. The experiment worked, and word spread. This year, she gave a series of training workshops for teachers in the San Francisco Unified School District; in June she went to the White House to talk about her work at a national conference; and her first book has just come out. In months to come, she'll be giving more workshops and getting her book, *Study Skills: A Curriculum for Middle Schools,* distributed elsewhere in the country. Teaching other teachers what she's learned about gifted children is the only way to make any real change, she says. "I want to help a lot of kids."

Her program on campus consists of "bits and pieces of what they need to be successful" from basic study methods to the powers of positive thinking and self-esteem. Often the best way to teach them is to show them, says Kaplan. She routinely demonstrates lecture-note taking on the blackboard in class, for example, and the work on "assessing who we are" includes direct talk about her own strengths (such as her organizational skills) and her weaknesses (her handwriting and uncertain spelling). "They need to know that adults have faults too," she says.

At home, Kaplan occasionally applies her methods "by force of habit" to daughter Jessica, 10. Then she stops and reminds herself that Jessica's own teachers are already doing an excellent job. "There's plenty else to take care of as a parent," she says.

In her clinic, she and other parents' children get to know one another, says Kaplan. "You become part of their lives."

Marjorie Kaplan says the best way to teach children is to show them.

Sam Parker—cashier supervisor by day, concert pianist by night.

The way to play concert piano without getting rattled is to know the score, according to Sam Parker. Parker, cashier supervisor at Moffitt, memorizes at least two new piano scores a year and periodically gives solo recitals. He will be performing on campus next spring.

Audiences don't make him nervous, he says, because any work he performs is well learned ahead of time. He practices every evening for two or three hours and most of the day Saturday.

Playing the piano is rigorous exercise—often "like a throwing motion into keys"—says Parker, and apparently it's always been one pleasure that never deprived him of other ones. If he could relive his childhood, he says, "I'd spend more time playing the piano and less in swimming and baseball."

For Parker, the piano is also a way of indulging a lifelong fascination with form. A classical composition consists of musical shapes, he says, as definitive as the outdoor sculptures in stone or wood that he hunts with a camera on Sunday hikes.

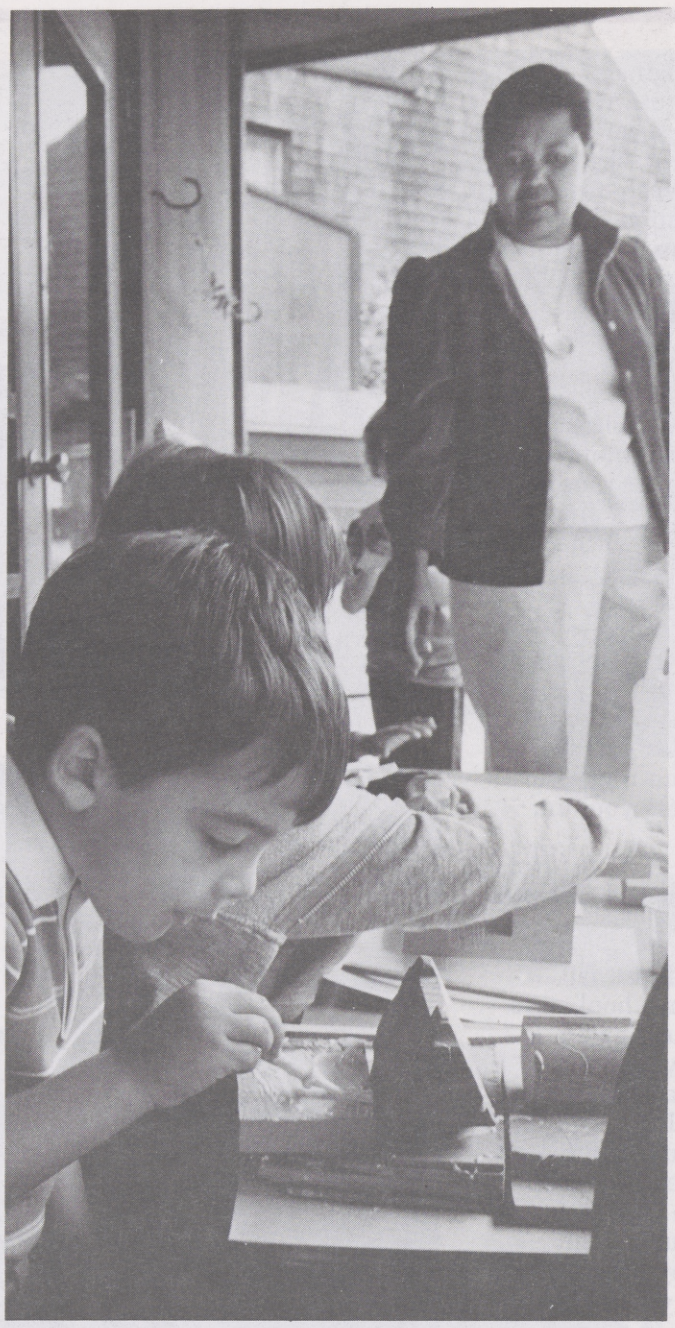
The shapes in a first movement of Beethoven, for example, are likely to be thrusts, upward or downward, he explains. In a Chopin they are gentler and more undulating. Those in Copland are short.

In recitals, he keeps his mind on transmitting the music as he feels it—by emphasizing a melodic line, imposing tempo ("every pianist has a different tempo") and responding to volumes. "As you produce the sound, you adjust to what you're doing to it," he says. "You're molding the music as you go along. Basically, what you're doing is listening to it."

For his programs, Parker includes a variety of composers and periods, taking care to avoid harsh changes in tonality between works. Next spring's Cole Hall concert may include the Cesar Franck *Prelude, Chorale and Fugue,* a work by a contemporary American composer, a group of Debussy preludes and some Chopin nocturnes. He also plans to do one of the Beethoven sonatas that he'll be working on this year—probably the opus 7, unless he's mastered the other one. "If the opus 22 comes along, I'll do that," he says.

Michele Liapes

A Morning at the UCSF Child/Care Study Center



8:30 About 40 young children sit at low tables over bowls of dry cereal and pieces of fruit. Nicole, five, chats with an attentive grown-up perched on the doll-sized chair next to her. Larry, a two-year-old, isn't ready to interact yet. He sits in peace and tugs reflectively on the apple slice between his teeth.

It's breakfast time at the UCSF Child Care/Study Center, which the U.S. Congressional Select Committee on Children, Youth and Families chose as a model worksite day care center for its June regional hearing on child care needs.

The center is enrolled to capacity: 48 preschoolers, aged two through five. They are the children of employees, students and community members. The group is diverse in terms of ethnicity and cultural background—20 are non-Caucasian and 3 are children of foreign students or postdoctoral fellows. This diversity, as well as a balance in age and sex, is something the center strives for in providing an ideal learning environment, says director Meryl Glass.

In addition to Glass, the center staff includes one head teacher, three teachers, two teachers aides and three substitute aides. Three volunteer "foster grandparents" also come regularly to provide extra attention, nurturing and other grandparently input.

9:15 Most children are outside in the front yard, though the summer air is gray and damp. Several climb "the structure," on and between the bars and wood pilings, while three more rotate on the tire swing. Elaine Sloss, the teacher in charge of morning activities, watches while she talks about the center program and philosophy.

The ratio of staff to children is one to eight. The day's program offers a variety of activity choices within limits of an established, predictable routine and a few safety rules well learned. Of these, Rule One is that no child is allowed in an area where a staff member is not present. At the moment, children have access to the area of "the structure" (a large piece of climbing equipment), "milk crates" in the adjacent sand patch, "big blocks" inside, writing and counting. Options shift continually. We "offer things that are appropriate at different times," Sloss says, "always within a safe environment."

Marcello, a bespectacled four-year-old, comes over to interrupt. "I missed you, Elaine," he says. "I missed you, too," Sloss assures him. Then Audi lifts up a foot to show off a pair of new shoes, Davin has a haircut to be admired and Hilary's pigtails are entwined with a bright yellow ribbon.

"We actively listen to the children," says Sloss, "and help them develop their language." Like the other teachers, she has a background in early childhood development, a main focus at the center, which opened in 1979. Children learn at their own pace—language, perception, problem-solving, motor skills and social adjustment. Throughout the day, they make their own decisions, at their own pace, on what they can do with the materials on hand, from crayons or modeling clay to the sand outside.

At the other end of the yard, parent Dan Kelly carries out crates of assorted household goods and used clothes. He has come over from the Department of Pediatrics, where he is chief resident, to clear away the remains of the weekend's rummage sale that he coordinated. All parents are expected to help with fund-raising, and Kelly, a member of both the executive committee of the parents' group and the administrative advisory committee, is a leader in the ongoing effort to keep the center affordable. Since the $365 monthly fee is lower than actual cost, the annual rummage sale and Christmas bazaar make up part of the difference. Other support comes from the University, the State Food Program, Friends of the Child Care Center, United Way donations and departments that use the center for study and research. The

Left to right: Director Meryl Glass with Daniel Nawahine; teacher Laura Wilson watches Christopher Garrity exercise his creativity; four-year-olds Dustin Agnew and Jason Lefler in play yard; teacher Elaine Sloss leads group song; Peter Kim climbs "the structure"; parent Margaret Schrand with son Matthew Bruno.

center also has received funds to help subsidize fees of low-income families.

In the two years that Kelly's son, Kieren, four, has been in the program, his creativity and individuality have evolved, says the father, but never at the expense of guidance and discipline. The caring and sensitivity of the staff, the ratio of adults to children and the outstanding leadership and teacher training, he says, all make the UCSF operation exceptional. "There's a tremendous need for more like it."

"They have their own way of teaching," another parent, Robin Lefler, adds. "They take time to explain things to the children, and follow through with books, a project or discussions." But the real plus for Lefler, an administrative assistant in the Chancellor's Office, is the knowledge that her son, Jason, four, is close by her workplace. "During the day, if I feel like talking to him, I can walk across the street and see him."

Parents are welcome any time, and their visits are encouraged. This way, they are not separated emotionally from their children while they are at work, director Meryl Glass explains. Her emphasis on parent well-being is an innovation that pays off.

Adults often stay briefly in the morning, or return during a break, and, Glass says, their presence makes the center community "sparkle" with added richness, diversity and warmth. The father who drops by to read a story to one child will have an audience of two or three others, who all get the same goodbye hug when it's time to go back to work. In short, "There's a special magic in the access of parents to children."

10:00 Inside, teacher Laura Wilson leads the circle of three-to-five-year-olds in a good-morning chant. The group is restless today, and she shifts quickly to movement activities.

The kids let you know in obvious ways whether the music or story is working, head teacher Byron Sigal explains. In another room, he sits on the floor, autoharp in his lap, for singing and a story with the two-year-olds. In this out-of-the-way setting, the smallest members of the center are free from competition with the rest. The object of the circle activities for both levels, says Sigal, is to train them in attentiveness. "People learn that by experience."

10:45 The morning clouds have turned to drizzle, and this period's "free-flow" activities are all indoors. The dress-up area—a favorite—is open in one corner for miniature moms and dads. Annika, four, wears a floppy, wide-brimmed straw hat and knee-length shoulder bag while she putters at the toy stove, and Dennis, two, toddles proudly under an oversized bike helmet. A few others are at story hour in the library corner; Shirley and Taia crouch at the terrarium to watch for the resident newt; and the rest fan out, where allowed, to the big blocks area, or the tables for teddy bear bingo, puzzles, coloring and bead stringing.

Whatever they're doing at the time, these children are used to visitors. Since the center's opening, more than 200 students in the health sciences have enhanced their education by doing participatory studies and projects at the center with well children and their families. For Meryl Glass, a Bay Area day care educator for 20 years, the development of the center into a working model for study and research has been vital to progress—in her own operation and in the field generally. The sharing works two ways. "We in turn are influenced by others, so that we sharpen and refine what we're doing. *I* get to learn—and that's very exciting to me."

And the children? They experience an atmosphere that accommodates new people and new ideas. And that, says Glass "is what life is about."

Michele Liapes

The Highs and Lows of Cleaning Campus Windows

Window cleaners Ken Jones (standing) and Nestor Hall on 14th story of Health Sciences towers.

The job definition reads: "Provide clean windows and present positive and attractive appearance to building occupants and the public."

Considering the number of windows, the natural elements, different structures and the height of some buildings, this is a tall order at UCSF. And perhaps the job requirements could include: have no fear of heights, enjoy water and the outdoors and possess the skills of a contortionist.

Physical Plant's Building Services Department, managed by Wendell Adams, has four full-time window cleaners, who do most of the campus buildings, which range in variety from the Health Sciences towers to the houses on Fifth and Third avenues now used as offices. (Hospitals and Clinics Environmental Services has window cleaners for patient care buildings, and Millberry Union has a separate staff.)

How many windows are there? No one has the exact count, but by the time the crew of four has cleaned every window once, the seasons have changed and each member is a year closer to retirement. The Health Sciences towers alone take two to three months to clean inside and out. That's a lot of glass.

"It's a continuous process," says Building Services day supervisor Charles Ratcliff, who adds that the task is made more difficult by the fog and salty sea air that blur many of the windows here.

The weather, however, usually is no deterrent to the window cleaners, even on cold days outside the 16th floor of HSE. "I put on my long johns, rainsuit, boots or whatever, hook up the hoses, go out there and work and have fun at the same time," says Ken Jones, who admits a love of playing in water.

Working on a ledge 200 feet above the ground may not be everyone's idea of fun. "If you're afraid of heights you can't do this job," says Jones, who has worked here 11 years, the last 4 as a window cleaner.

"I once thought you couldn't pay me enough to work up there," says John Moore, a 10-year UCSF employee who changed his mind two years ago and was promoted to the higher job. "But after you get over the initial shock, you really don't think about how high up you are." The last time Moore thought about it was when his beeper dropped, and he watched it shatter on the concrete 12 stories below.

Safety, however, is emphasized, and supervisor Ratcliff cannot recall a serious window cleaning mishap or injury in his 23 years here. Safety belts are worn whenever workers are on ledges, and anchors holding the belts are positioned all around buildings. "It is also the policy of the department not to send cleaners out in weather that may be dangerous," says Adams.

And the cleaners can judge when conditions, such as the sometimes strong wind tunnel effect above Saunders Court, are dangerous. "When we're doing the towers, before I go on the west side [of HSW] I take a look at the flags [on top of the Clinical Sciences building]. If they look like they've been starched, I don't turn the corner," says Jones.

Besides, fierce winds make cleaning outside frustrating, if not impossible. "You aim the hose at the windows but the water never gets there. The wind just blows it away," says Jones.

Still, the towers ("because it's an adventure," says Moore) and the School of Dentistry ("a nice building," says Jones) are favorites.

Custodial foreman Alcus Bill, who has cleaned many a window in his 16 years here, likes the School of Nursing building because of the long and wide ledges and balconies that surround the outside windows. And it is not that Bill has a fear of heights—he was an Army paratrooper before coming to UCSF.

The unanimous choice as the most difficult windows to clean are the ones on the west side of the sixth floor of Moffitt. Because of those windows' odd position and the way they open, cleaners have to twist their arms and bodies into awkward angles, and only after they untangle themselves are they able to check for missed spots.

Still they say, "There's not a window on campus that can't be cleaned." They talk of windows that have been painted shut, some in older buildings that have to be forced open and those of all sizes and shapes, even the glass around the Founders Day Clock. They admit, however, that modern tools—pumps that push soap and water up 50-foot poles to an attached brush—make that task easier.

Interaction with other employees and moving around the campus also make the window cleaners' jobs enjoyable. "People in the offices are usually happy to see us," says Jones. After all, it is their once-a-year visit.

Andy Evangelista

Program Lets Retirees Keep on Working

For scores of older men and women, the Retirees Employment Program at UCSF has offered a welcome opportunity to go on working and earning. For example:

• Vera Pyle retired two years ago as supervisor of the Medical Records transcription unit where she had worked for 27 years. In 1983, a few months after her retirement, she was back in Medical Records for a three-month temporary assignment. Early this year she completed another three-month assignment in Neurological Surgery.

• Joseph Bini wound up 40 years with Southern Pacific when he retired five years ago as chief clerk for freight claims. By 1981 he had landed an on-call job as telecommunications operator at UCSF, where he continues to work about 20 hours a month. Also active as a hospital volunteer, he was honored as UCSF Volunteer of the Month in June 1983.

• Nelly Van Steen had been a UCSF laundry worker for 12 years when she retired in 1977. She returned to serve as a volunteer playroom supervisor in the clinics and in 1982 was hired as a laboratory worker in the Anatomy Department. She works there 10 hours a week.

The Retirees Employment Program (REP), a special service of the Personnel Department, is probably the only program of its kind based at a university. REP gives those receiving retirement benefits or social security the opportunity to reenter the work force on a limited basis.

The program was developed in 1981 by Faricita Wyatt, who had retired in 1975 from a distinguished career that included being captain in the Women's Army Corps, English teacher, executive with the State Department of Employment and the UC-Berkeley employment office, and executive secretary in the Washington office of Congressman Jeffery Cohelan.

REP so far has placed more than 100 retirees in campus jobs, and it maintains an active file of 118 applicants recruited from the community and campus. Although retirees now hold a wide variety of jobs, the greatest demand has been for those with clerical skills. The program is being expanded under an $18,000 grant awarded recently by the director of Benefit Programs, UC Systemwide Administration.

In matching workers with the part-time or temporary jobs listed by the Personnel Department, REP relies heavily on the resumes submitted by its own applicants. When a suitable candidate is found for a job, REP arranges an interview for that candidate directly with the department.

Since many retirees have limitations on the wages they are permitted to earn annually, as well as personal preferences as to the amount of time they want to work, schedules are arranged to meet each individual's needs.

Some are placed in jobs similar to the ones they held before retirement. Melita Paul, for example, a licensed X-ray technologist in a private laboratory for 32 years, is now a part-time photo technician in the Radiology Department.

Sometimes, REP finds the "right" job for the applicant by carefully reviewing the retiree's total experience in order to acknowledge and make use of what Faricita Wyatt calls "transferable skills."

"It is a mistake and a waste of human resources to relegate people to rigid job categories," she says. She cites the case of Henry Baker, an electronics engineer with 27 years' experience on worldwide projects for Bendix Corporation. On his resume, he listed a special interest in audiovisual techniques. This clue led to his placement in an enjoyable job as an on-call projectionist at Langley Porter.

A similar approach helped REP to steer Hugh Cameron toward a rewarding second career in Professional Fee Billing, where he is on call as an administrative assistant. During 20 years in food sales and market management for some of Northern California's most prestigious hotels and clubs, Cameron had accumulated the kinds of transferable skills he needed to fit into a responsible new job.

"I intend to go on working as long as I can," he says. "It's better to wear out than rust out."

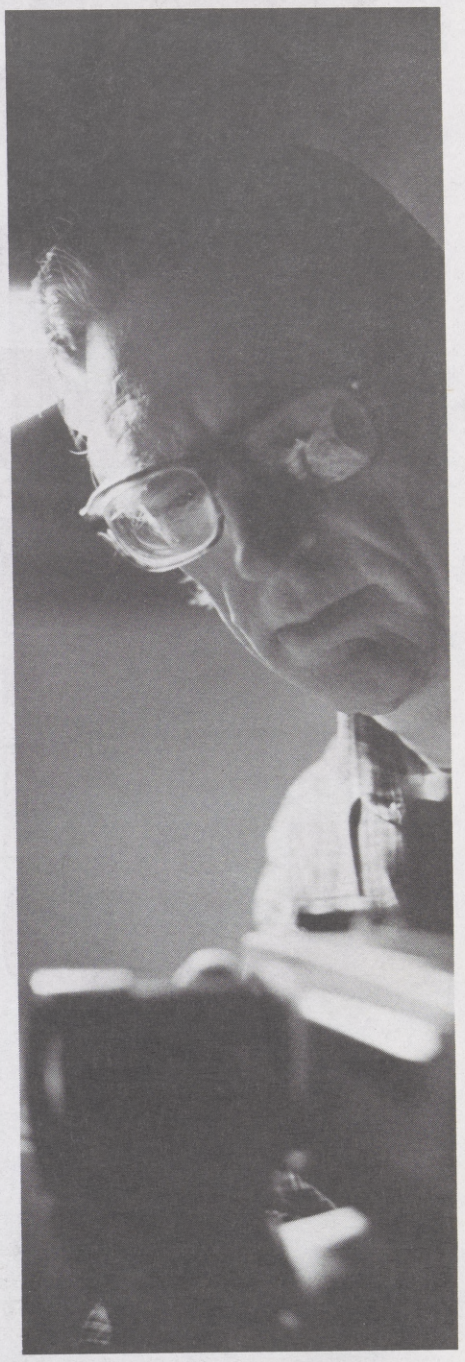
Like Cameron, Vera Pyle says she's "perfectly satisfied" with retirement. Before leaving UCSF, she bought a flat in England. Now she spends three months a year working on campus and the rest traveling, writing and editing articles and books related to her profession (she is on the national board of directors of the American Association for Medical Transcription) and other interests.

"I can devote more time now to the 'want to's'," she says. "However, there still is not enough time."

Department supervisors have nothing but praise for the "high motivation, initiative, ability and adaptability" of the retirees who work here. A newly published report on REP, prepared by Wyatt, illustrates the program's many benefits both to the campus and to older employees.

Another spinoff of the program is UCSF's newest "alumni" organization, the Staff Emeriti Program, which is being formed to strengthen ties between all UCSF retirees and the campus and to promote the objectives of the Retirees Employment Program.

Claire Leeds Wray



Clockwise from top right: Henry Baker, an on-call projectionist at Langley Porter; Nelly Van Steen works as a laboratory helper 10 hours a week; program coordinator Faricita Wyatt advises retiree; Hugh Cameron, an on-call administrative assistant who says, "It's better to wear out than rust out."

GAZETTE

CAMPUSWIDE

Chauncey Leake Day Draws Large Crowd

Hospital Information Systems team, co-winners of stretcher relay race.

Some 800 members of the campus turned out to celebrate the fourth annual Chauncey Leake Day, May 22. In Saunders Court, they watched the finish of the zany stretcher relay, picnicked, bought plants and listened to the UCSF Marching Band.

Activities began with the unveiling and dedication of the marble bust of Hygeia in the mini-park between Langley Porter and Long Hospital. The bust of the Greek goddess of health was donated by Constantine Raises and sculpted by Harriet G. Moore.

A toga-clad team from Millberry Union (first place for best costumes) and a group from Hospital Information Systems, outfitted in fashionable scrub tops and shorts, tied as overall winners of the annual stretcher relay race. The Pharmacy team, which had the fastest time, placed second overall. Teams from Administration, Allergy Clinic and Alumni Affairs tied for third.

With members of the San Francisco Boys' Club present, the name of Arthur Ammann, director of the Pediatric Clinical Research Center, was drawn as UCSF's representative in the Olympic Torch Relay (see story on page 4).

Chauncey Leake Day is celebrated in honor of the late pharmacologist, public speaker, writer and poet, who devoted 50 years of his life to the campus.

AUXILIARY/VOLUNTEERS

Long-Time Volunteers Honored

About 135 volunteers and hospital staff members turned out for the annual volunteer awards luncheon at the Alumni/Faculty House, where Chancellor Krevans and Hospitals and Clinics Director William B. Kerr welcomed volunteers. Forty of them were recognized for their hundreds—and thousands—of hours logged.

Mary Kane received a 7000-hour award for her 13-year commitment to the volunteer office and special campus projects. Kane, who has also served on the San Francisco Suicide Prevention Bureau hotline, has a tireless interest in everyone around her, says Leona Hansen-Nealey, who joined UCSF as director of Volunteer Services four months ago. "I feel I've known her all my life."

Alice Lloyd received a 5000-hour award for 13 years in the Moffitt gift shop, helping visitors select the right card, magazine, box of candy or small memento for the friend or family member upstairs. **Lucy Fillipini** and **Angelica de los Santos**—both foster grandparents—received 4000-hour awards for their care of young children in the pediatric units and playroom.

Mary Kane

The annual May luncheon was only the first of Director Hansen-Nealey's measures to heighten volunteer awareness of their own contributions to the campus. New blue uniforms were issued recently, and the first bimonthly volunteer newsletter was published this summer.

"A creditable, dependable volunteer department is only as good as the involvement of the volunteers," she says. "And they are our ambassadors of good will in the community. The sky's the limit to what can be done."

NURSING SERVICES

First Distinguished Nurse Award

There's always room for innovation, says Micaela Thompson, RN, who recently received the first UCSF Distinguished Nurse Award in recognition of her outstanding contribution to patient care.

Thompson, currently a clinical nurse III in general surgery (9-Long), developed and implemented a system for monitoring the incidence of pressure sores in patients.

Pressure sores, she explains, are plain old bedsores—painful breakdowns of the skin that occur, often on sensitive bony areas, in people of any age who are bedridden for long periods. But some patients are more susceptible than others, and Thompson's system has established a standard Moffitt/Long method for identifying people at risk. Every patient is now assessed on admission and given a numerical score for pressure-sore risk. Anticipating their occurrence is a step toward prevention and, says Thompson, an improvement in care overall.

Thompson, who joined the nursing department in 1981, has been interested in the pressure-sore problem since her UCSF nursing school days when brother Bill suffered severe breakdown sites while in a rehabilitation hospital.

But, for Thompson, who is currently working on a video instructional aid on another aspect of care, high quality is a continuing professional goal. "I love bedside nursing," she says. "But when you get involved, it means so much more than taking care of patients. You're improving it—all the time."

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SFGH

Paintings by Famous Mexican Artists on Display

Paintings by two of Mexico's most famous artists, Diego Rivera and his wife, Frida Kahlo, now hang in the SFGH lobby.

Rivera's *La Tortillera,* painted in 1926, and Kahlo's 1931 *Portrait of Dr. Leo Eloesser,* both of which were given to UCSF for display at SFGH, were unveiled for the first time at the hospital during dedication ceremonies in the spring.

The paintings were donated to UCSF with the stipulation that they be hung at the city/county hospital where their original owner, the late thoracic surgeon Leo Eloesser, served for 36 years—the hospital, he wrote, "whose patients, doctors, students, nurses and help, from the kitchen to the roof, had become so indivisible a part of me."

When Eloesser came to SFGH in 1909, UCSF shared teaching and patient care responsibilities at the hospital with Stanford University Medical School. Eloesser joined the Stanford surgery service at the hospital and served as its chief from 1938 to 1945.

Despite the demands of his profession, Eloesser found time to pursue other interests, including music, language and the arts. He met Rivera in Mexico in the 1920s. Both Rivera and Kahlo lived and worked in San Francisco in 1930-31, and during their stay, Eloesser treated Kahlo for chronic medical problems she suffered as a result of an earlier bus accident.

As a token of their friendship, and to repay him for his service, Kahlo painted Eloesser's portrait at his home on Leavenworth Street. Executed in oil on cardboard, it shows him standing beside a model sailing ship named "Los Tres Amigos." A small Rivera drawing hangs in the background. Rivera later gave Eloesser *La Tortillera,* an oil on canvas depicting a woman making tortillas, flanked by a young girl.

The three remained close friends in the years that followed. Kahlo wrote regularly to Eloesser, requesting his advice in letters addressed to her dear "doctorcito." A 1940 Kahlo self-portrait (not in UCSF's possession) was inscribed ". . . for Doctor Eloesser, my doctor and best friend."

Some years later, Eloesser presented Kahlo's portrait of him to a good friend, Carlton Mathewson, UCSF clinical professor emeritus of surgery, who in 1968 donated it to UCSF with the provision that it be hung at SFGH. In 1975, Eloesser gave *La Tortillera* to the University with the same stipulation.

Diego Rivera was one of many artist friends of Eloesser. Rivera led the Mexican mural renaissance of the 1920s, and was a flamboyant, always controversial figure, whose work was alternately applauded and reviled.

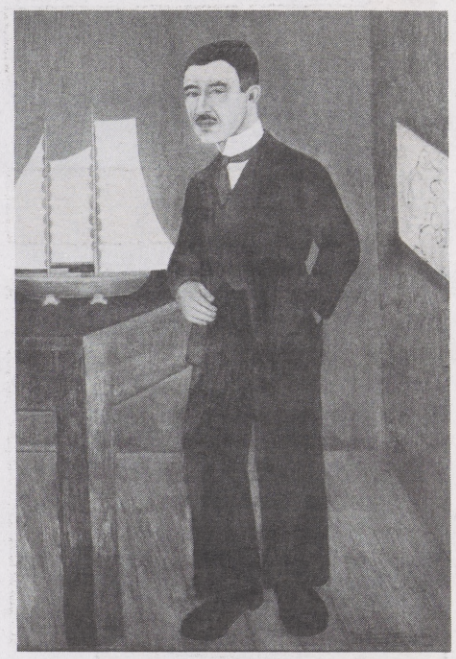
Many of his works expressed history and visions of the Mexican people from a Marxist perspective.

Eloesser, who died on his Mexican ranch in 1976, accomplished much in his 95 years. In addition to being an internationally recognized thoracic surgeon, the San Francisco native was a gifted violinist and a patron of the arts. He mastered a score of languages and traveled widely throughout the world, working to improve health care in underdeveloped countries. When he died, Eloesser was in the midst of rewriting the eighth edition of his most popular book, *A Manual for Rural Midwives.*

In 1945, at the age of 64, Eloesser left SFGH and joined the United Nations Relief and Rehabilitation Association. He spent the next five years working for that organization in south China and for UNICEF in Communist north China. There he worked to train local field workers to improve sanitation, nutrition, maternal and child health, and to control communicable diseases. Following his years in China, Eloesser served until he was 70 as medical advisor to UNICEF headquarters in New York, with intermittent missions to South America.

Eloesser found the United States in the early 1950s an inhospitable place for retirement. Suddenly many of his humanitarian activities were suspect. He was called before a House Un-American Activities Committee and questioned about possible Communist connections and his service in the Spanish Civil War. It was a poor reward for a man who friends claimed had little tolerance for dictators of the left or right, and whose efforts had always been directed toward improving the lot of the sick. Eloesser moved to a ranch in Tacambaro, Mexico, where he applied for and was granted Mexican citizenship. There he spent the last 25 years of his life, continuing public health work throughout Latin America.

Leslie Lingaas



"Portrait of Dr. Leo Eloesser"

"La Tortillera." Fine color prints are on sale for $20 in the SFGH gift shop.

HOSPITALS/CLINICS

Pediatrics Unit Opens in Long

The first phase in opening the UCSF Children's Medical Center took place in June, when pediatric patients on 6-Moffitt moved into new facilities on 6-Long.

The new unit has a majority of private and two-bed rooms, and all have been designed to make the hospital stay for children and their families as warm, cheerful, pleasant and comfortable as possible, according to Melvin M. Grumbach, chairman of the Department of Pediatrics. The new rooms include sleep chairs and sofa beds for parents.

With the opening of 6-Long, 6-Moffitt will undergo extensive renovation, including expansion of the Pediatric Clinical Research Center to meet program needs. Long-range plans for the sixth-floor Moffitt/Long complex include expansion and modernization of the Pediatric Intensive Care Unit, an adolescent-age unit, a children's playroom, adolescent recreational room, parents' facilities and a sleep room with kitchen and laundry facilities. Also planned is modernization of the Neonatal Intensive Care Unit on 15-Moffitt.

Left to right: Head nurses Inez Wieging and Susan Janvrin, chief resident Dan Kelly, chairman Melvin Grumbach, Casey Reid (first patient in new unit) and parents Clifford and Ann Reid.

The UCSF Phantom Commuter

The Phantom Commuter probably will never get around to reviewing the new Skyliner Peninsula Bus Service, so I will. For me, it's the greatest thing on four wheels since the shopping cart.

This statement comes from one who for eight years was a nonbeliever in commuter programs and who always found an excuse to commit the UCSF sin of traveling to work in a single-passenger vehicle (that's transportation talk for driving alone). I even accepted my doom to a purgatory of congested traffic, fill'er-ups every three days, chalked tires, playing musical cars to outwit metermaids, occasional parking tickets, hikes in typical inner Sunset weather to and from faraway places outside the residential parking zones and panic in the evening after forgetting where I parked in the morning.

Then, along came Skyliner. In operation since June, the service links northern San Mateo County and San Francisco's Sunset district with nine hospitals and universities in the northern part of the city. UCSF is the first morning dropoff.

Two routes—from San Bruno and via Pacifica—have four different pick-up times during the morning and afternoon commute hours. The San Bruno route starts at Tanforan Shopping Center with stops in South San Francisco, the Serramonte area and along 19th Avenue before arriving on Parnassus. The bus then proceeds to other hospitals, including St. Mary's, Children's and Mount Zion. The Pacifica line starts at the Linda Mar park-and-ride lot and stops throughout Pacifica, the Daly City Westlake area and along Sunset Boulevard. Fares are reasonable—$1.25 one-way, San Bruno, Serramonte or Pacifica; $1, Daly City; and 75¢, San Francisco. Twenty-ride discount coupon books, moreover, are available at the Transportation Services Office.

The employees who ride Skyliner from the Sunset district find it more convenient than Muni. Though it costs 15¢ more (only 7¢ more if you buy the coupon book) than Muni, it is faster, almost always on schedule, less crowded, and you don't have to transfer buses.

Peninsula residents can easily and quickly drive to a Skyliner stop. I, for example, take a five-minute drive to Tanforan, park the car (most areas along the routes are free of the dreaded two-hour parking zone) and leave the driving to someone else. I now can do many things I couldn't do when I drove—reading the box scores in the "Sporting Green" (couldn't believe the Cubs and Mets were tied for first place), daydreaming (admittedly, there's not much for sightseers), taking a snooze (somehow, I automatically awaken as we near Parnassus, when the eyelids sense the disappearance of sunlight and a chill suddenly invades the body) or writing a review.

The actual bus trip is about 10 minutes longer than by car, but I save about 15 minutes by not having to plan and implement parking strategy and then leg it to the campus. And, at the end of the day, I, too, can whip out that line: "I'm sorry, I have to leave now to catch my bus."

I have converted. Yes, I believe. Never again will I scoff at a vanpool, a Marin commuter bus or a transportation column. Nor will I be tempted to break that eleventh commandment: "Thou shall not covet thy neighbor's 'J' sticker."

And I pray to that great bus driver in the sky: please pass the word and keep Skyliner rolling.

Andy Evangelista

For a schedule and more information about the new Skyliner service or any other ride-sharing program, call Transportation Services at ext. 1511.

GRABBERS

The amniocentesis test is so sophisticated that physicians now can tell in 97 percent of pregnancies if the baby will have normal chromosomes.

The first UCSF publication sent to all employees was called *Business Office and Hospital Bulletin*. A simple 8½ x 11 mimeographed sheet, it was first published in 1948. It changed its name (but not its format) in 1952 to *Campus Bulletin*.

If you are without health insurance, you're not alone. An estimated 24 million in the U.S. are without health coverage. An estimated 30 million people will at some time this year be without it.

More than 75 percent of all high school girls are on diets, according to UCSF adolescent medicine nutritionist Laurel Mellin.

UCSF cardiac surgeon Paul Ebert was an all-American basketball and baseball player at Ohio State.

Tenhut! Only four women were promoted this year to the rank of captain in the U.S. Navy Reserve, and one of them is School of Nursing associate dean Zina Mirsky Frazier.

Don't know how many world-class athletes there are on campus, but do know of one—anesthesiologist Michael F. Roizen, who in June captained the U.S. squash team in the Pan-American International Squash Championship in Argentina.

If you crave the navy bean soup in Moffitt Cafeteria, you can call ext. 1461 for the recipe. That and many other recipes are available.

UCSF claims the title of state champion in innertube water polo.

Where can you get a quart of juice free? From your pancreas. It excretes some 32 ounces of natural juice plus needed enzymes every day.

Twenty-year-old David Hwang is believed to be the youngest UCSF School of Medicine graduate. That record was set this year.

UCSF psychiatrist Paul Ekman says that giving the friendly A-okay sign in the U.S. is very common. But don't flash the same gesture in France or Belgium where it means "You're worth zero," or in Italy, Greece or Turkey, where it's a vulgar insult.

Allen Balderson

MOVING

Rosa

O'Hara

Best

Carpenter

Barbara Rosa is the new director of nursing in the Ambulatory Care Center. Rosa, who also has the title of assistant director of Hospitals and Clinics, comes from the University of Massachusetts Medical Center, where she was assistant hospital director and director of ambulatory nursing.

Susan O'Hara has been appointed manager of Financial Planning and Review in the School of Dentistry. Before coming to UCSF, she served as a budget examiner in the Office of Management and Budget in Washington, D.C.

Rose Best is the new manager of the Millberry Union Bookstore. She previously was assistant manager of the San Francisco State University Bookstore.

Shirley A. Carpenter joined the campus as Employment Manager, Personnel Department. She comes to UCSF from Central Michigan University, where she was employment manager and equal employment officer.

The School of Dentistry honored the following retirees at a ceremony in June: administrative assistants **Ersilia Novembri,** 28 years; **Olive Keller,** 19 years: **Margaret Munson,** 16 years; and staff research associate **Loretta Blake,** 13 years.

Friends and co-workers honored **Elizabeth McDonald,** administrative nurse, Outpatient Clinics, who retired in June after 39 years at UCSF.

CAMPUS MAIL
University of California, San Francisco